

**“Building Institutions  
for Good Governance”**

**Local Government Support  
and Partnership Program**

**Quarterly Report  
January 1, 2005 – March 31, 2005**

Prepared for:  
USAID/Jakarta – Office of Democracy and Local Governance

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**“Building Institutions for Good Governance”  
Local Government Support and  
Partnership Program  
in Indonesia**

*USAID Quarterly Report –1st Quarter 2005*

*January 1, 2005 – March 31, 2005*

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## **I. INTRODUCTION**

ICMA's Building Institutions for Good Governance (BIGG) Program operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. To this end, it is designed to help USAID meet its four intermediate results (IRs):

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

The following report presents the activities, results, and next steps in the BIGG/LGSP program. Annex 1 presents the Results Framework under which the program operates and progress toward those results to date.

## **II. MAJOR ACCOMPLISHMENTS THIS QUARTER**

### **A. Project Administration**

#### **A.1 Project Work plan**

The 1 year work plan for October 2004 - September 2005 was submitted to USAID/DLG for approval.

#### **A.2 Management**

No changes this quarter.

## B. Program Activities and Management – Progress and Highlights

### B.1 Exchange Schedule for Resource Cities Program – Indonesia

<b>Indonesian Local Government (s)</b>	<b>U.S. Partner</b>	<b>1<sup>st</sup> Exchange</b>	<b>2<sup>nd</sup> Exchange</b>	<b>3<sup>rd</sup> Exchange</b>	<b>4<sup>th</sup> Exchange</b>	<b>5<sup>th</sup> Exchange</b>	<b>6<sup>th</sup> Exchange</b>	<b>7<sup>th</sup> Exchange</b>
<b>Kota Balikpapan, Kota Samarinda, East Kalimantan</b>	<b>Tigard, Oregon</b>	1-5 March 2004	14-18 June 2004	10-14 Jan. 2005	<b>11-15 April 2005</b>	TBD	TBD	<b>Regional Conferences</b>
<b>Kabupaten Berau, East Kalimantan</b>	<b>Port Angeles, Washington</b>	19-23 April 2004	4-8 Oct. 2004	6-10 Dec. 2004	<b>14-18 Feb. 2005</b>	<b>9-13 May 2005</b>	TBD	<b>Regional Conferences</b>
<b>Kota Bitung, Kabupaten Sangihe, North Sulawesi</b>	<b>Coos Bay, Oregon</b>	29 March - 2 April 2004	21-25 June 2004	11-15 Oct. 2004	<b>21-25 Feb. 2005</b>	<b>16-20 May 2005</b>	TBD	<b>Regional Conferences</b>
<b>Kota Solok, West Sumatra</b>	<b>Gresham, Oregon</b>	24-28 May 2004	30 August - 3 September 2004	12-17 Dec. 2004	<b>18-22 Apr. 2005</b>	TBD	TBD	<b>Regional Conferences</b>
<b>DKI Yogyakarta, Central Java, Kota Bukittinggi, West Sumatra</b>	<b>Savannah, Georgia</b>	23-27 February 2004	21-25 June 2004	20-24 Sept. 2004	<b>7-11 Mar. 2005</b>	<b>20-24 June 2005</b>	TBD	<b>Regional Conferences</b>

Updates on the Resource Cities Program partnerships are presented below.

### ***Balikpapan - Samarinda - Tigard***

**Activities:** Exchange three took place during the week of 10-14 January 2005, but was already reported upon in the 4<sup>th</sup> Quarter 2004 USAID Quarterly Report. The next exchange is scheduled to take place in Tigard, Oregon during the week of 11-15 April 2005.

### ***Berau - Port Angeles***

**Activities:** The fourth exchange took place during the week of 14-18 February 2005 in Port Angeles, Washington. Berau was represented by Mr. Rahmad, Sub-head of the Cleanliness and Parks Division, Department of City Affairs and Mr. Yudi Artangali, Head, Public Works Department.

During the week-long exchange, the Indonesian delegates had the opportunity to visit the following sites:

- Viewed outfalls
- Toured the WWTP
- Attended a City of Port Angeles Council Meeting
- Toured the city's landfill and viewed their ditch/catch basin cleaning.

#### **Results:**

The following is a summary of the work completed between the last exchange and this current exchange.

#### Drainage Project:

Prior Task	Result
1. Identify consultant for hydraulics studies.	Berau identified a consultant and work has already begun. Port Angeles was provided with the plans and based on this information made some calculations and provided Berau with feedback. Port Angeles will work with the consultant and Berau during Exchange 5 to review the study.
2. Identify canals to be cleared, flow problem areas and cost of repair.	Flow problem areas in canals were identified and results (in map form) were given to Port Angeles during Exchange 4. Berau has already carried out some repairs, but could not continue further due to lack of funds in the current budget. Berau and Port Angeles studied the remaining repairs that need to be

	undertaken and prioritized them for completion as funds will become available.
3. Complete hydraulics studies (as budget allows).	See Point 1 above for update.
4. Start clearing side canals (as budget allows).	Public works has started clean-up activities using with current budget funds, but needs additional funds to continue the work. The proposed budget is still being deliberated by the city council (DPRD).
5. Identify a potential valve distributor in Jakarta.	Based on engineering and financial considerations (not cost effective), Berau and Port Angeles have concluded that installation of valves would not be appropriate. Berau will focus its resources on improving ditches and drainage channels.

#### Solid Waste Project:

Task	Result
6. Bring neighborhood plan to Port Angeles that includes current garbage pick-up routes and placement of garbage containers.	Plan was completed and presented in Port Angeles. Discussions resulted in the decision to create new routes and add container locations.
7. Identify the population of the project area (8 neighborhoods) and calculate the volume of solid waste per person/per day (garbage rate). From this, determine if it would be better to place additional containers or replace with larger containers.	Completed. A decision was made during the exchange on where additional containers need to be place.
8. Create a prototype of garbage containers with top, and place in neighborhood.	<p>Berau constructed two prototypes:</p> <ul style="list-style-type: none"> <li>- larger open container</li> <li>- smaller enclosed container (with top).</li> </ul> <p>Port Angeles identified some possible improvements for the larger container. Berau reported that even though the small containers looked nicer, the workers had issues because it was more difficult to remove waste from these smaller containers.</p> <p>Berau and Port Angeles discussed the trade-offs of using one model over another. Berau will have to decide which option they choose to use.</p>
9. Give characteristics of neighborhood campaign.	The Berau delegates reported that the Bupati was very happy with the neighborhood campaign discussed at the previous exchange

	<p>and has decided to expand it city wide. The Bupati is including other departments, such as health, to join in the campaign.</p> <p>A large “kick-up” party for the campaign is currently being planned. (No date or information available yet.)</p>
10. Start program of cleaning the canals (as budget allows).	Partly completed and will be fully completed when (if) the budget is approved.
11. Other Activities in Berau:	The shovels that had been used to pick up solid waste have been replaced with a more appropriate model (larger with more efficient shape).
	The purchase of loader (compacter) truck is still on hold, waiting for the budget approval

#### Drainage & Solid Waste:

Port Angeles gave a half-day presentation on capital facilities planning and provided a template format to Berau. Public Works and City Affairs delegates are interested in learning how to apply this to a single project so that they can use it when presenting a project to BAPPEDA (planning board) and the Finance Department.

Port Angeles and Berau agreed to the following activities and work plan to be completed between this Exchange 4 and the next Exchange 5, to take place in Berau in May 2005.

#### Drainage Project:

1. Pak Yudi will provide a summary of the planned activities in the pilot project area to Dayu for translation before next exchange; Dayu will forward it to Port Angeles electronically for review.
2. Port Angeles will provide Pak Yudi two proposed standard details in Autocad of pipe crossings for his use before the end of March: one for new construction, one to correct existing pipe crossings.
3. Pak Rahmad will arrange for some canal cleaning to occur during Exchange #5 for Steve and Glenn to view.
4. Pak Yudi will arrange for the construction drawings to be reviewed by Glenn and Steve during Exchange #5; also schedule meeting with consultant at that time as well.
5. Port Angeles to draft Annual Canal Maintenance project using the CFP format; sit down with Pak Rahmad and Pak Yudi to review in Berau, and present it to the Planning Agency and Finance Dept during Exchange #5.

Note: Pak Rahmad and Pak Yudi to put together photos of canal cleaning to use as part of presentation.

#### Solid Waste Project:

1. Buy carts (8-10) for project area.
2. Education for school children – Phase 2.
3. Review methods of collection of trash at container numbers 3 & 6 (and take video) and review with crews and staff afterwards. Discuss suggested changes for improved containment and ease of trash removal.
4. Review written “Clean Berau” implementation plan, including promotional materials from City Affairs, and discuss modifications. Dayu to provide translated version to Port Angeles before exchange for review ahead of time.
5. Glenn to provide specifications on loader truck and suggested supplier. Pak Rahmad and Pak Yudi to identify potential suppliers in Indonesia and Asia.
6. Port Angeles to provide promotional materials to Pak Rahmad and Pak Yudi.
7. Develop “Clean Berau” logo.

**Next Steps:** The planning and logistics process has begun for the next trip, Exchange 5, to take place in Berau, during the week of 9-13 May 2005.

## ***Bitung - Sangihe - Coos Bay***

**Activities:** From February 20–25, 2005 a three person team from Bitung and Sangihe traveled to Coos Bay, Oregon for a technical exchange emphasizing coastal resources management. Included in the exchange were Mr. Johny Maniahe Harikedua from BAPEDA/Sangihe, Mr. Medi Ompi from Sam Ratulangi University Marine Extension Division in Bitung and Mr. Arie Kambong from the Bitung BAPEDA’s office. From ICMA, Ed Anderson attended, as did translator Indra Damanik.

### **Background**

The Strait of Lembah is located between the northern tip of Sulawesi and the island of Lembah. As part of the city of Bitung, the Strait currently functions as a transit place for fishermen; a tourist destination -- as it harbors two resorts, and a site for the future development of industries and expansion of the international port. The Strait holds strategic importance to the eastern part of Indonesia. The international port will be expanded to serve as a regional hub, including a free trade zone; which will potentially become the base of various industries such as ship manufacturing, fisheries, oil, palm oil, and service industries. The area in some ways resembles Coos Bay, which is a home to timber industries, fisheries and seafood industries, and marine tourism. Coos Bay has made significant progress in coastal management by providing waste treatment throughout the estuary, including port facilities, monitoring water quality, and ensuring that regulations at the federal, state and city level are enforced.

### **The Program in Coos Bay**

Topics germane to coastal resource management that were covered during the exchange included: comparative federal and state approaches to coastal management; Oregon’s coastal zone management program; coastal planning and dispute resolution; implementing regulations and policies governing the management of coastal resources; and strategic planning methods for the protection of coastal areas. Bitung, and to a lesser extent Sangihe, are dealing with a variety of coastal management issues. In Bitung, for example, the local government has been involved



in a multi-phase planning process to determine the best uses and management of its coastal resources. Planning has been fraught with difficulty, as stakeholders with conflicting interests have attempted to wield influence over the process.

**Results:** Drawing on the Oregon experience, Bitung is utilizing the knowledge gained from the exchange to assist with preparation of a draft plan currently under development that will provide information on the physical, biological, and environmental conditions of the strait and which will outline its economic potential. The plan will put forward recommendations for policy makers in the areas of coastal and ocean management. The delegates also envisage the formulation of zoning regulations and pollution control regulations. The delegates will also explore the possibility of identifying areas to be part of a marine protected area, as well as areas to be promoted as eco-tourism destinations.

**Next Steps:** The planning and logistics process has begun for the next trip, Exchange 5, to take place in Bitung, during the week of 16-20 May 2005.

### ***Solok - Gresham***

**Activities:** No exchange activities took place this quarter. The next exchange is scheduled to take place in Gresham, Oregon, during the week of 18-22 April 2005.

### ***Yogyakarta - Bukittinggi - Savannah***

**Activities:** From March 6–11, 2005 four delegates from Yogyakarta and Bukittinggi visited Savannah, Georgia. Included in the exchange were Mrs. Titi Handayani from the Jogyakarta Heritage Society, Mr. Sugeng Sumityoto from Technical School No. 4, Mr. Usman Amir from the BAPEDA's office in Bukittinggi, and Ellia Makmur from the education department in Bukittinggi.

The visit was divided into two emphasis areas: cultural tourism and education. Titi Handayani and Usman Amir attended the tourism sessions, while Sugeng Sumityoto and Ellia Makmur attended sessions devoted to education.

Education participants discussed with the Savannah Technical College instructors and administrators the accreditation system, college financial operations, facility maintenance, human resources, student records system, registration and student related policies.

Cultural Tourism participants met with officials in the Savannah City Preservation Office, The Roadhouse Railroad Museum, and the Office of Cultural Tourism, and the Planning Commission. Participants learned the basics of zoning, community participation in planning, and how to effectively establish public-private partnerships for the purposes of promoting tourism, boosting the local economy, and preserving landmark sites.

**Results:** A tentative agreement was reached during the program that both parties would begin exploring ways to start a sabbatical program and a student exchange with the Indonesian cities to assist in the development of their community colleges. This would include up to a year long exchange of faculty and administrators or give scholarships to a few Indonesian students to attend the Savannah Technical College.

Further agreement was reached on the topics of the *Train the Trainer (TOT)* training that would take place in the next exchange in Indonesia with participants from both cities of Yogyakarta and Bukittinggi. The training will focus on community college management, website development and maintenance, and lesson plan development for technology training for teachers. The TOT agenda will include the following:

- How to Manage a Community College
  - Administration: organizational structure
  - Courses / Classroom
    - Curriculum development Process
    - Credit/Contact and Lab/Lecture Hours for Courses
    - Course Syllabi
    - Class Size
  - Student Services
    - Job Placement
    - Coordination with Private Businesses
- Web Site Development and Maintenance
  - Website Good Practices
  - Techniques for Site Management
- Develop Lesson Plans for Technology Training for Teachers
  - Website Good Practices
  - Techniques for Site Management

The delegates also visited the Hodge Elementary School where they learned how the curriculum is developed and how the school is managed. The delegates will follow up with the minister of education and make suggestions such as to encourage students to be creative in schools, develop critical thinkers, analyze problem solving and use methods to teach children to problem solve.

**Next Steps:** The next exchange is scheduled to take place in Yogyakarta during the week of 20-24 June 2005.

## **B.2 Association Development**

During this quarter, BIGG/LGSPP continued assistance to the associations in two key areas: organizational management and member services.

### ***Organizational Management***

**APKASI's Munas II, Constitution, By-laws, and Organization Changes:** Following the politically-charged cancellation of APKASI's Munas II in December, all association programs were indefinitely put on hold. Organizational activities during the quarter centered solely around rebuilding relationships with the Minister of Home Affairs and the Director General of Public Administration, and on organizing another Munas. This negotiation period included getting agreement by the Minister to recognize the existence of the local government association, which would be publicly demonstrated through his delivery of the opening address at the rescheduled Munas.

In February, a select group of eleven bupati met with Ministry officials and got central government agreement on sanctioning the existence of APKASI at the Munas. During these talks and under pressure from central government officials, the APKASI delegation agreed to change the name and structure of the association to the "Cooperation Agency for All Indonesian Regencies" or BKKSI. In addition, the APKASI delegation agreed to adopt suggested changes in the organization's constitution to include an advisory council made up of the Minister of Home Affairs and select governors.

BIGG continued to provide technical and advisory support on constitutional and organizational changes to APKASI's secretariat during this transitional period and leading up to the rescheduled Munas held on March 21-22. BIGG's Association Advisor served as a resource person during the member plenary session dialogue and vote on changes to the constitution. While significant constitutional changes were adopted, the mission, vision, and substance of programs of the organization were not altered. The organization elected a slate of 20 new board members and a new president- Mr. Azikin, Bupati from Bantaeng. Decisions regarding the status of the executive director position will be determined at the first meeting of the board in April.

In conjunction with the April board meeting, BIGG will host and facilitate a 3-day leadership retreat with the newly-elected Board of Directors, Executive Director and secretariat staff to help the organization clarify, among other things: leadership roles and responsibilities; organizational structures and channels of communications; and delivery of demand-driven program and services for regency governments.

### **Recommendations for Association Financial Diversity and Sustainability:**

In March, consultant Oscar Vega, former Executive Director of the Municipal Association of Mexico, provided direct technical assistance to APEKSI and APKASI by conducting an organizational assessment and producing a series of tailored recommendations related to improving the financial diversification of revenue sources beyond membership dues.

A series of recommendations were categorized into main groups in the consultant's 8-page report on findings and suggestions: Association Constitution; Board Commissions and Regional Offices; External Partnerships; Membership Representation; International Relationships; Advocacy and Capacity Building Programs; Information and Communications; Organizational Consolidation; General Administration; Intergovernmental Cooperation; Corporate Partnerships; Membership Due; Budget and Administration; Overall Strategies for Increasing Revenue. Mr. Vega presented the recommendations to the executive directors, and provided feedback on their

comments and concerns. LGSP will ensure that the recommendations and full reports are distributed to APEKSI and APKASI's board of directors. Further, the recommendations will be addressed at the APKASI/BKKSI leadership board retreat in April, and will also be presented to APEKSI's President Yusuf at a meeting in Tarakan in April.

### ***Member Services***

**Public Service Awards:** During the quarter, BIGG provided financial support to APEKSI on their kick-off meeting to establish procedures and begin to outline their process for an annual public service award for association members. On March 15-17, APEKSI conducted a working session entitled, "Public Service Awards as a Tool to Improve the Capacity and Cooperation among Local Governments". During the 1 ½ -day workshop, APEKSI members identified award criteria, representation and make up of the jury, and focus areas for the awards. The workshop also featured presentations on good governance practices in areas such as regional cooperation, transportation management, and public street maintenance and lighting. The workshop was attended by over 140 participants from 72 cities, principally sekda, head of bappeda and city assistants. In May, LGSP will provide technical assistance to the association secretariat in next steps for organizing, managing, and promoting the award process in a professional and unbiased manner. It is anticipated that APEKSI will announce and publicize the final public service awards by the end of 2005.

**2nd round of Best Practice Data Collection Documentation:** During the quarter, BIGG continued financial and technical support to APEKSI on best practices for another publication containing cases from 13 member cities. APKASI/BKKSI's documentation process during this period was suspended by the executive director in order to direct all staff resources to the Munas and related issues of constitution and by-laws revision.

In January, APEKSI secretariat staff completed all scheduled site visits with documentation of cases in Pontianak and Metro. Staff finalized the writing of previous cases in Ternate, Yogyakarta, Tangerang, Palembang, Mataram, Gorontalo, Kendari, Pekanbaru, Banjarbaru and Jakarta Barat. Final editing and booklet layout are slated for April, with an anticipated May distribution.

### **B.3 Information Dissemination/Innovative Practices**

LGSP received approval from USAID to hire a production firm to develop a video to highlight the results of the Resource Cities Program and to draw out the public diplomacy benefits generated by this type of program. The video has been completed and copies given to USAID and our Resource Cities partners. The video can be shown in total or in smaller edited segments on local TV stations.

### **B.4 Local Government Training**

No activities this quarter.

## **B.5 Joint Activities with Task Order**

The Task Order terminated operations in February 2005.

## **B.6 Coordination with Other Local Government Programs**

*Center for Local Government Innovation:* Several meetings were held with staff of YIPD/CLGI during the quarter. Collaboration has been enhanced to include more frequent sharing of information on BIGG/CA activities, website updates and joint meetings, when warranted, with the CLGI, the CA and the associations. BIGG participated in CLGI-sponsored donor coordination meetings during the quarter.

*National Democratic Institute:* Increasingly, ICMA association strengthening programs are relevant to the legislative associations and they are being picked up under our existing program. NDI/Indonesia Director Paul Rowland presented to the associations an overview of new electoral practices in Indonesia using relevant examples from other countries.

*The Nature Conservancy:* ICMA maintains contact with The Nature Conservancy with regard to exchanges held between Berau and Port Angeles, Washington.

*CRMP:* ICMA is coordinating work and meetings with CRMP with regard to the Marine Protected Area in Bitung.

*ESP:* ICMA is coordinating work and meetings with ESP with regard to water services work in Balikpapan and Berau.

*World Bank:* ICMA and Gresham are keeping have established contact with the World Bank with regard to the water management activities in Solok.

*GTZ:* The two GTZ-funded association advisors work closely with the ICMA association advisor to plan future activities and create economies of scale. GTZ advisors worked closely with ICMA in making preparations for the recent association seminar on Law 32 advocacy, mentioned elsewhere in this report.

*VNG International:* ICMA Met with a VNG representative to discuss the potential for a jointly-sponsored advocacy program as a follow up to the November 2004 seminar with APEKSI, APKASI, ADEKSI, ADKASI (Law 32: Impact on Local Governments). Program planning was suspended indefinitely due to previous program commitments by the four local government associations. Program planning will resume next quarter.

## **C. Challenges/Issues of Concern Affecting Implementation and Actions Taken**

Obtaining visas for Indonesians traveling under the Resource Cities program remains difficult. We continue to work with our Indonesian partners to insure that they understand the procedures for obtaining a visa, although there are still instances where our partners fail to properly

complete the necessary paperwork. USAID has been extremely helpful in moving the visa process along, as has the Embassy.

APEKSI will need to make a concerted effort over the next several months to insure that its accounting procedures meet international standards. It is unlikely that BKKSI will meet this threshold prior to the termination of the CA. BIGG staff continue to meet with APEKSI staff to press the need for reform. In the months ahead, more financial management consulting expertise will be directed to APEKSI.

## **Annex 1: Results Matrix**

## ***Resource Cities Program - Partnership Activities Results Matrix I***

Goal: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To build local government management capacity for improved service delivery

Entries in **BOLD** = new this quarter

### ***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Balikpapan</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• The delegates received training on interactive teaching methods in the area of science and environment</li> <li>• The delegates received training on how to carry out a water audit.</li> </ul>	Not applicable in Phase 2	



***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Berau</b>	Conducted and completed by Mr. Richard Townsend in January/February 2004.	<ul style="list-style-type: none"> <li>• Curriculum developed, in the Indonesian and English languages, on “Keep Berau Clean”.</li> <li>• Six elementary school teachers trained in new methodology and content on “Keep Berau Clean” lessons.</li> <li>• A presentation explaining the drainage / solid waste projects and their supporting budgetary needs was developed and presented at a formal Regency Council (DPRD) meeting.</li> <li>• <b>Port Angeles provided technical advice for improving to current drainage systems: identification of canal flow problem areas, hydraulics study.</b></li> <li>• <b>Port Angeles provided technical advice on methods to improving solid waste systems: prototype of improved garbage container, new garbage pick-up routes and garbage container placement sites.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Port Angeles trained Berau on capital facilities planning. Berau will apply CFP model to one of the projects to be completed under the Resource Cities program. The CFP will be presented to Bappeda and finance department.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Six elementary school teachers implement this new methodology and content in classroom.</li> </ul>
<b>Bitung</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</li> </ul>	Not applicable in Phase 2	

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Bukittinggi</b>	Not applicable. City chosen as partner for Yogyakarta & Savannah based on their predetermined interest in Tourism.	<ul style="list-style-type: none"> <li>• Tourism technical training included: <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• Community College technical training included: <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> </ul>	Not applicable in Phase 2	
<b>Samarinda</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• The delegates received training on interactive teaching methods in the area of science and environment</li> <li>• The delegates received training on how to carry out a water audit.</li> </ul>	Not applicable in Phase 2	
<b>Sangihe</b>	Not applicable. City was nominated by Bitung to join partnership extension with Coos Bay.	<ul style="list-style-type: none"> <li>• Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</li> </ul>	Not applicable in Phase 2	
<b>Solok</b>	Conducted and completed by Mr. Richard Townsend in January/February 2004.	<ul style="list-style-type: none"> <li>• Solok received training in rate modeling principles and retail cost-of-service.</li> </ul>	Not applicable in Phase 2	

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Yogyakarta</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• Tourism technical training included: <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• Community College technical training included: <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> </ul>	Not applicable in Phase 2	

***Subobjective 1a: Provide practical tools and experiences – part 2***

	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>TARGET:</b>	<i>Applied in 0 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Lessons Learned presented on 5 LGUs</i>
<b>STATUS:</b>	Not applicable in Phase 2			
<b>Balikpapan</b>	Not applicable to Phase 2			
<b>Berau</b>	Not applicable to Phase 2	<ul style="list-style-type: none"> <li>• City Affairs and Public Works Departments started inter-departmental cooperation and coordination as a result of the drainage &amp; solid waste projects.</li> <li>• <b>Work on clearing canals in test neighborhood has begun.</b></li> <li>• <b>New solid waste container models were developed and placed.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Six elementary school teachers implement this new methodology and content in classroom.</li> <li>• <b>A prototype of an increased capacity public garbage container was built and installed.</b></li> </ul>	
<b>Bitung</b>	Not applicable in Phase 2			

<b><i>Subobjective 1a: Provide practical tools and experiences – part 2</i></b>				
	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>TARGET:</b>	<i>Applied in 0 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Lessons Learned presented on 5 LGUs</i>
<b>STATUS:</b>	Not applicable in Phase 2			
<b>Bukittinggi</b>	Not applicable in Phase 2			
<b>Samarinda</b>	Not applicable in Phase 2			
<b>Sangihe</b>	Not applicable in Phase 2			
<b>Solok</b>	Not applicable in Phase 2			
<b>Yogyakarta</b>	Not applicable in Phase 2			

### ***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<i>1 press release on 8 LGUs</i>	<i>Media coverage of 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>
<b>STATUS:</b>			
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about exchange 2 was included in the Oregonian, a state wide newspaper.</li> <li>An article about Exchange 3 was included in the Tribun Balikpapan (01.12.2005).</li> </ul>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about the exchange 2 was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</li> <li>An article about Exchange 3 was included in the Tribun Balikpapan (01.12.2005).</li> </ul>	<ul style="list-style-type: none"> <li>The consulting firms, Murray Smith Associates, Inc. and Clean Water Services joined Tigard and will contribute human resources to the Resource Cities Program.</li> </ul>
<b>Berau</b>	<ul style="list-style-type: none"> <li>Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest</li> <li>Coverage of Exchange 3 was included in 2 articles in the Pro Kaltim daily (12.08.04).</li> </ul>	<ul style="list-style-type: none"> <li>Coverage of Exchange 1 was included in articles published in the Kaltim Post.</li> <li>Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest</li> <li>Coverage of Exchange 3 was included in 2 articles in the Pro Kaltim daily (12.08.04).</li> </ul>	<ul style="list-style-type: none"> <li>Education supplies donated by private U.S. citizen to Berau schools.</li> </ul>
<b>Bitung</b>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Coos Bay team provided a news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</li> </ul>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</li> </ul>	<ul style="list-style-type: none"> <li>Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> <li>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</li> </ul>

<b><i>Subobjective 1b: Promote information sharing and public diplomacy</i></b>			
	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<i>1 press release on 8 LGUs</i>	<i>Media coverage of 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>
<b>STATUS:</b>			
<b>Bukittinggi</b>	<ul style="list-style-type: none"> <li>Article in local newspaper, the Savannah Morning News</li> <li>Interview on Savannah Public TV station</li> <li>Three articles about exchange 3 were included in local area newspapers</li> </ul>	<ul style="list-style-type: none"> <li>Coverage of the exchange was published in the newspaper Singgalang.</li> <li>Article in local newspaper, the Savannah Morning News</li> <li>Three articles about exchange 3 were included in local area newspapers</li> </ul>	
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about the exchange was included in the Oregonian, a state wide newspaper.</li> <li>An article about Exchange 3 was included in the Tribun Samarinda (01.13.2005).</li> </ul>	<ul style="list-style-type: none"> <li>Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about Exchange 2 was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</li> <li>An article about Exchange 3 was included in the Tribun Samarinda (01.13.2005).</li> </ul>	<ul style="list-style-type: none"> <li>The consulting firms, Murray Smith Associates, Inc. and Clean Water Services joined Tigard and will contribute human resources to the Resource Cities Program.</li> </ul>
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Coos Bay team provided news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</li> </ul>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</li> </ul>	<ul style="list-style-type: none"> <li>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</li> </ul>
<b>Solok</b>		<ul style="list-style-type: none"> <li>Coverage of the exchange was included in articles in the Mimbar Minang daily newspaper and the Singgalang daily newspaper</li> </ul>	

<b><i>Subobjective 1b: Promote information sharing and public diplomacy</i></b>			
	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<i>1 press release on 8 LGUs</i>	<i>Media coverage of 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>
<b>STATUS:</b>			
<b>Yogyakarta</b>	<ul style="list-style-type: none"> <li>• Article in local newspaper, the Savannah Morning News</li> <li>• Interview on Savannah Public TV station</li> <li>• Delegation featured on local TV channel.</li> <li>• Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</li> </ul>	<ul style="list-style-type: none"> <li>• The exchange and MOU signing ceremony were covered in articles in the local newspapers Kedaulatan Rakyat, Kompas and Bernas</li> <li>• Article in local newspaper, the Savannah Morning News.</li> <li>• Delegation featured on local TV channel.</li> <li>• Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</li> </ul>	<ul style="list-style-type: none"> <li>• Yogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.</li> <li>• Delegation met with representatives of the local Chamber of Commerce and the Film Board.</li> </ul>

<b><i>Subobjective 1c: Promote sustainable partnerships</i></b>				
	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>	<i>Evidenced by 8 improvement/opportunity</i>
<b>STATUS</b>				
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	<ul style="list-style-type: none"> <li>A private consulting firm, Murray, Smith &amp; Associates, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Balikpapan's water project.</li> <li>A private consulting firm, Clean Water Services, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Balikpapan's water project.</li> </ul>
<b>Berau</b>	<ul style="list-style-type: none"> <li>Progress was made to get the two partner cities to contact by email directly with ICMA only participating with translation assistance as needed.</li> </ul>		<ul style="list-style-type: none"> <li>Education supplies donated by private U.S. citizen to Berau schools.</li> </ul>	
<b>Bitung</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>		<ul style="list-style-type: none"> <li>Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> <li>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</li> </ul>	<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> </ul>
<b>Bukittinggi</b>				



***Subobjective 1c: Promote sustainable partnerships***

	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>	<i>Evidenced by 8 improvement/opportunity</i>
<b>STATUS</b>				
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	<ul style="list-style-type: none"> <li>A private consulting firm, Murray, Smith &amp; Associates, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Samarinda's water project.</li> <li>A private consulting firm, Clean Water Services, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Samarinda's water project.</li> </ul>
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>		<ul style="list-style-type: none"> <li>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</li> </ul>	<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> <li>The Director of OCEAN (Oregon Coastal Environmental Awareness Network) participated as a delegate representing Coos Bay.</li> </ul>
<b>Solok</b>			<ul style="list-style-type: none"> <li>Gresham arranged for Solok to meet the Director of Health for Portland plus visit two health clinics</li> </ul>	

<b><i>Subobjective 1c: Promote sustainable partnerships</i></b>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>	<i>Evidenced by 8 improvement/opportunity</i>
<b>STATUS</b>				
<b>Yogyakarta</b>			<ul style="list-style-type: none"> <li>• Yogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.</li> <li>• Delegation met with representatives of the local Chamber of Commerce, organizers of the Savannah Film Festival and the Savannah Music Festival.</li> </ul>	

## *Association Capacity-Building Activities Results Matrix II*

**Objective 1:** Develop the capacity of decentralized and participatory local governments and the organizations that represent them

**Objective:** To establish effective, representative, and independent local government associations

Activities in **BOLD** = new this quarter

### ***Objective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
1. Assist association leadership staff in advocacy concepts and techniques	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> </ul>
2. Assist association leadership staff on formal and informal avenues of advocacy at the national level	5 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Sponsorship of 4 association coalition workshop and consultant to develop policy paper in response to Law 22/99 revision (Dec. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>

***Objective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
1.1 and/or assist association leadership in establishing a process to develop policy positions and arguments	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced policy committee concepts and techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Model POKJA: Local government working group on performance based budgeting policy issues. (June. 2003) (APEKSI, APKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
1.2 and/or assist association in understanding various methods of obtaining membership participation and/or input in policy positions	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process that includes membership participation during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>

***Objective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
Association advocates at the national level	5 of 3 targets met APEKSI 6 of 3 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs before Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send joint letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials (Dec. 11, 19 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> </ul>
Association identifies key coalition partners (on the issue or standing coalitions)	7 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy &amp; Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKSI, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>• APEKSI Board establishes "formulation team" with APKASI, ADEKSI, ADKASI representation to determine steps necessary to develop position on land use reform based on decentralization principles. (May 2003)</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI formalize their advocacy coalition with the formulation of the Association Forum (Jan. 2004)</li> </ul>

***Objective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
Association conducts advocacy activities as part of a coalition	7 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> </ul>
Association policy developed using membership participation/input	3 of 2 targets met APKASI 2 of 2 targets met APEKSI	<ul style="list-style-type: none"> <li>• Association vets policy position statement on revision of Law 22 before full membership at National Working Meeting and receives input and approval (May 2002) (APKASI)</li> <li>• APKASI and 9 member regencies present position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI membership participate in policy development and issue identification teams during their annual meeting. (August 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99 with member involvement. (Nov, Dec 2003)</li> </ul>

***Objective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
Association advocates on behalf of its members	8 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999."</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI President presents association position on local land use, maritime boundaries and forestry regulations before Ministry Officials (March 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president of local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials. (Dec. 11 &amp; 19, 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> </ul>

***Objective 1b: Develop the organizational management capacity at all levels of the association and, executive directors, and staff) to promote sustainability***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
1 and/or assist association in concepts business plan development, including parent financial management systems	5 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Training: Staff trained in intermediate MYOB accounting/financial reporting (Aug. 2004) (APEKSI)</li> </ul>
1 and/or assist association in developing/diversifying/stabilizing sources revenue	7 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Workshop: Grant and Proposal Writing. (May 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• <b>Technical Assistance: Financial Diversification and Sustainability of Associations. (March 2005) (APEKSI, BKKSI)</b></li> </ul>
1 and/or assist association in improving marketing capabilities	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying and marketing new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> </ul>



***Objective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability***

Indicator	Target and Status	Progress through March 31, 2005
1 and/or assist association in improving organizational management and personnel systems	6 of 3 targets met	<ul style="list-style-type: none"> <li>• Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for transparent annual budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD, reporting relationship between ex. dir and finance officer. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> </ul>
1 and/or assist association in defining roles, responsibilities and authorities of board, executive director and staff	7 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: LOC executive director worked with directors on improvements to roles, responsibilities, authorities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Working session: Board and Executive Roles and Responsibilities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Training: Oregon Association of School Board conducts training on improving board and executive roles and responsibilities, and goal setting during 5<sup>th</sup> LOC exchange (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of Board of Directors meetings and association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> </ul>
Association adopts and/or implements one or more transparent financial management systems	1 of 1 target met APKASI, APEKSI	<ul style="list-style-type: none"> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> <li>• APEKSI separated two financial management functions (bookkeeping function separated from reporting function). Association prepares and sends quarterly financial report to full Board of Directors. Accounting system switched from manual to electronic/computer. (Nov. 2004)</li> </ul>

***Objective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
Association improves its development of diverse and stable sources of revenue	3 of 1 targets met APEKSI 2 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI charges registration fee for attendance at annual membership conference (Aug. 2002)</li> <li>• Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002) (APKASI, APEKSI)</li> <li>• APEKSI charges registration fee of 2,000,000 for a 3-day Best Practice Training program for members (October 2003)</li> <li>• APKASI prepares RFP for UNDP funds. (Dec. 2003)</li> </ul>
Association improves its marketing capacity	1 of 1 targets met	<ul style="list-style-type: none"> <li>• Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002, August 2003) (APKASI, APEKSI)</li> </ul>
Association improves its internal management and personnel systems	3 of 1 target met APEKSI 3 of 1 target met APKASI	<ul style="list-style-type: none"> <li>• Association develops position descriptions and an internal organizational chart for association secretariat office and staff (Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Association executive directors restructure internal management of professional staff; give authorization for staff to develop and manage programs; staffing levels revised and made appropriate. (4<sup>th</sup> quarter 2002) (APEKSI, APKASI)</li> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> <li>• Dec. 8, 2004, APEKSI formally registered as “<i>Notaris</i>” with full independent, legal status as a corporate body under Indonesian civil code.</li> </ul>
Association improves understanding and clarifying of the roles, responsibilities, authorities of the board, executive director, and staff	2 targets of 1 APEKSI, 1 target outstanding for APKASI	<ul style="list-style-type: none"> <li>• APEKSI Executive Director gets approval from full membership for restructured Board of Directors and increased roles of the regional offices, in order to obtain more involvement from the leadership and representation from the membership (July 2002 Annual Working Meeting)</li> <li>• APKASI drafts comprehensive Standard Operating Procedures outlining duties, responsibilities, obligations of korwil vis-à-vis secretariat. (June, 2003). APKASI implements SOP (Dec. 2003)</li> <li>• Dec. 8, 2004, APEKSI formally registered as “<i>Notaris</i>” with full independent, legal status as a corporate body under Indonesian civil code.</li> </ul>

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
Train and/or assist the association in increasing membership involvement/input/participation	9 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>• Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> </ul>

***Subobjective 1c: Improve two-way communication between associations and their members***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
Train and/or assist the association in increasing/improving its membership communications methods	10 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Web site development (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Staff trained in Access software and membership databases creation/management (Jan-May 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training: Journalistic Writing Skills Development for staff (August 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>• Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> </ul>
Train and/or assist the association in recognizing excellence in local government management and leadership	4 of 4 targets met	<ul style="list-style-type: none"> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• <b>Financial and technical assistance: APEKSI conducts kick-off meeting for membership Public Service Award program (March 2005)</b></li> </ul>
Association increases/improves membership involvement and participation	2 of 1 target met APEKSI 3 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APKASI enhances and deepens membership involvement with outreach and socialization meetings with sekda and bappeda (Jan. 2003)</li> <li>• Training &amp; technical assistance by association staff for member uses of Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
Association increases/improves its membership communications methods	4 of 3 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002)</li> <li>• APEKSI, APKASI web site content and layout improved (April/June 2002)</li> <li>• APEKSI, APKASI, APPSI improved and/or initiated membership database for dissemination and advocacy purposes (May -June 2002)</li> <li>• APEKSI, APKASI provide training &amp; technical assistance to regional members on use of Komwil/Korwil Computer Communications Program. (Feb. –March 2003)</li> <li>• APKASI uses korwil computer network to distribute PP 8 &amp; 9/2003 and provide assistance and additional resources on application of new regulations.</li> <li>• APEKSI web site content and layout improved (Nov. 2004)</li> </ul>
Association increases/improves programs that recognize excellence in local government management and leadership	4 of 1 target met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI initiate best practice documentation programs for their members (March 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI distributes its 1<sup>st</sup> annual Member Best Practices brochure during their annual meeting and socializes its BP program with the local government community at large (i.e., PERFORM training) (August, October 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>• APEKSI conducts kick-off meeting for membership Public Service Award program (March 2005)</li> </ul>

***Objective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
1 and/or assist the association in organizing an annual member meeting that provides training opportunities for local government officials	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input and needs. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Direct technical assistance: improving annual conference content (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI and APKASI leadership participate in ICMA annual conference and receive orientation training on role of professional development/training by LGAs (September 2003)</li> </ul>
1 and/or assist the association in organizing orientation programs/materials for newly-appointed or elected government officials	1 of 3 targets met APEKSI, APKASI	<ul style="list-style-type: none"> <li>• Staff training: Orientation on conducting Newly-Elected Officials Training for Association Members (Oct. 2004) (APEKSI, APKASI)</li> </ul>
1 and/or assist the association in the development and dissemination of local government management best practices	5 of 3 targets met	<ul style="list-style-type: none"> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e. PERFORM training) (August, October 2003)</li> <li>• Provide financial and technical support to APEKSI, APKASI staff for site assessments of member local governments to document next in series of best practice cases. (Oct., Nov., Dec. 2004; January 2005)</li> </ul>
1 and/or assist the association in serving as liaison for local government technical assistance resources	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Local Government Budget and Finance Internships institutionalize the association's capacity in delivery of technical assistance and in serving as liaison for members (March 2002-Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Presentation &amp; Dialogue: Principles of Funding Formulas (August 2002) (APEKSI, APKASI, APPSI)</li> <li>• APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e. PERFORM training) (August, October 2003)</li> <li>• Provide financial support to APEKSI staff's participation/facilitation in continue Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004)</li> </ul>
Association conducts training opportunities for local government officials/members	1 target met APKASI 4 targets met APEKSI	<ul style="list-style-type: none"> <li>• APEKSI conducts technical meeting for sekda, bappeda, department heads (Bogor May 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI provides training for members "Accounting and Performance Reporting of Local Government Finance (13 week-long training events Aug. 2002-June 2004)</li> <li>• APEKSI conducts a 1 ½ day member training "Estimating and Generating Local Revenue" (April 2004, 60 participants)</li> <li>• APEKSI conducts 1 ½ day member training "Budget Planning Process" (Oct. 2004, 10 participants)</li> </ul>
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target outstanding	<ul style="list-style-type: none"> <li>• Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</li> </ul>

***Objective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through March 31, 2005</b>
Association develops and disseminates local government management best practices	2 of 1 target met	<ul style="list-style-type: none"> <li>•Associations publish local government success stories in newsletters (APEKSI, APKASI, APPSI 2002)</li> <li>•APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>•APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (August, October 2003)</li> <li>•Provide financial support for APEKSI staff's participation/facilitation in continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004)</li> <li>• Workshop: Grant and Proposal Writing. (May 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Association serves as a liaison for local government technical assistance resources	2 of 1 target met APEKSI 2 of 1 target met APKASI	<ul style="list-style-type: none"> <li>•APKASI responds to request from members on PP 8 &amp;9/2003 through computer dissemination of regulations including additional resource sites to answer questions on impact on members. (Mar. 2003)</li> <li>•APEKSI conducts a 3-day Best Practice Training and Bogor site visit program for members. (October 2003)</li> <li>•APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (October 2003)</li> <li>•APEKSI staff participates/facilitates continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004)</li> </ul>

## **Annex 2: Deliverables and Other Information Submitted**



## Deliverables and Other Information Submitted

<b>Title</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 1 January - 9 February 2004.	February 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 11 February - 24 March 2004	March, 25, 2004	hard copy
USAID Quarterly Report for the period January 1, 2004 - March 31, 2004	April 30, 2004	email and hard copy
USAID 6-month Work plan for the period April 1, 2004 - September 30, 2004	April 30, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 25 March - 9 May 2004	May 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 10 March - June 7, 2004	June 8, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of June 8 - July 7, 2004	July 8, 2004	hard copy
USAID Quarterly Report for the period April 1, 2004 - June 30, 2004	July 31, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of July 1, 2004 – August 31, 2004	Sept.1, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of September 1, 2004 – October 6, 2004	Oct. 7, 2004	hard copy
USAID Quarterly Report for the period July 1, 2004 - Sept. 30, 2004	Oct. 31, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of October 7, 2004 – October 28, 2004	Oct. 29, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of October 28, 2004 – December 1, 2004	Dec. 2, 2004	hard copy
USAID Quarterly Report for the period Oct. 1, 2004 – Dec. 31, 2004	Jan.. 31, 2005	email and hard copy
<b>USAID Quarterly Report for the period January 1, 2005 – April 30, 2005</b>	<b>April, 30, 2005</b>	<b>email and hard copy</b>

## Annex 3: Abbreviations and Terminology

ADEKSI	<i>Asosiasi Dewan Kota Seluruh Indonesia</i> (Association of Indonesian City [Kota] Councils)
AMMAC	Association of Mexican Municipalities
APEKSI	<i>Asosiasi Pemerintah Kota Seluruh Indonesia</i> (Association of Indonesian Municipalities)
APKASI	<i>Asosiasi Pemerintah Kabupaten Seluruh Indonesia</i> (Association of Indonesian Regencies)
APPSI	<i>Asosiasi Pemerintah Propinsi Seluruh Indonesia</i> (Association of Indonesian Provinces)
BAPPEDA	<i>Badan Perencanaan dan Pembangunan Daerah</i> (local department for planning and development)
BIGG	Building Institutions for Good Governance
BUILD	Breakthrough Urban Initiatives for Local Development
CIDA	Canadian International Development Agency
CLGI	Center for Local Government Innovation
DPOD	<i>Dewan Pertimbangan Otonomi Daerah</i> (Regional Autonomy Advisory Board – national level)
DPRD	<i>Dewan Perwakilan Rakyat Daerah</i> (legislative body at the local government level)
DPR-RI	<i>Dewan Perwakilan Rakyat – Republik Indonesia</i> (legislative body at the national level)
GIS	Geographic Information System
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Technical Cooperation Agency)
ICMA	International City/County Management Association
IFES	International Foundation for Election Systems
IR	Intermediate Result
IRDA	Indonesia Rapid Decentralization Assessment
Komisi II	Commission Two of the DPR-RI
LGSP	Local Government Support and Partnership Program
LOC	League of Oregon Cities
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDI	National Democratic Institute
TBD	To be determined
TNC	The Nature Conservancy
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VNG	<i>Vereniging van Nederlandse Gemeenten</i> (Netherlands Association of Municipalities)
Yayasan Otda	Local Government Center implemented by Chemonics/Urban Institute

## **Annex 4: Financial Information**